



Executive Management Team Meeting

Wednesday, September 10, 2025, 1:30 pm

This meeting was held in a hybrid environment

Meeting Minutes

EMT ATTENDEES

Chair Jim Vollendroff
Member Ollie Garrett
Will Lukela, Agency Director
Toni Hood, Deputy Director
Marc Webster, Director of Legislative Relations
Becky Smith, Licensing and Regulation Director
Larry Grant, Director of Enforcement & Education
Justin Nordhorn, Director of Policy & External Affairs
Brian Smith, Communications Director
Gretchen Frost, Executive Assistant to the Board
Gloria Hong, Special Assistant to the Director

GUESTS

Spencer Good, Chief Financial Officer

GENERAL AGENCY UPDATE AND INTRODUCTION -- TONI

Toni introduced the agency's new Chief Financial Officer, Spencer Good, who has an MBA from Western Governors University and years of experience working for the State, most recently the Department of Social and Health Services. Hood then updated on the hiring process for a few other key positions. The troubleshooting of Salesforce and LEEADS continues. In October there will be a statewide kickoff for the employee survey.

LEGISLATIVE UPDATE – MARC

Marc shared that there is a lot of focus on implementation of the larger bills that passed, HB 1515 for the expanded outdoor dining bill for the hospitality sector and SB 5403, the management agreement bill for the cannabis sector. The Senate Labor and Commerce Committee is organizing a tour of cannabis businesses in Tacoma later this month and staff will be giving them a presentation. The Implementation Tracker on the website has been updated.

LICENSING UPDATE – BECKY

Becky reported that last month Customer Service issued 369 Special Occasion licenses and 353 regular licenses, and the volume of calls they are receiving has diminished. Alta Point

Consulting, the third-party reviewer, is set to initiate the data transfer to LCB toward the end of this month, and the results from the double-blind lottery will be available sometime after mid-October. There are about 114 liquor licenses on the backlog, but there have been some staff changes to try to help manage and speed the processing of the liquor license requests.

ENFORCEMENT & EDUCATION UPDATE – LARRY

Larry reviewed his division's current activities and briefed on preparations being made in anticipation of the implementation of House Bill 1515 regarding expanded outdoor alcohol service areas. He noted that he has a team prepared to staff the Labor and Commerce Committee visits to cannabis facilities and that will be on hand to answer any questions.

POLICY UPDATE – JUSTIN

Justin noted that there has been a lot of feedback received regarding SB 5403 and that his team has been working on preliminary drafts and will be considering the comments that have been received. The Rules team has set a target for the end of the year to launch a rule tracker dashboard. A public health roundtable was held on August 28th, and Kristen Haley is scheduled to present an update to the Board at September 23rd Caucus. The Research team published two briefs in the past month, one on cannabis pesticide testing and the other on liquor tax revenue and consumption.

COMMUNICATIONS UPDATE – BRIAN

Brian reported receiving a number of media calls following reports of national trends of dips in alcohol and cannabis revenue. The Research team has been very helpful with analyzing why some of these trends might be happening. The Communications team is partnering with Licensing on the implementation of HB 1515 and there is a new section on the home page of the website that all interested parties can refer to for more information about the expanded alcohol services. He thanked Marc for the legislative summaries that are now live on the website.

DIRECTOR'S COMMENTS – WILL

Will noted that the research brief on liquor tax was very timely because he has recently had conversations with the Office of Financial Management (OFM) and the Department of Revenue (DOR) regarding liquor taxes, tax structures and those types of things because of the bill that was introduced in the 2025 session. Also, although there is no agency-request legislation proposed for 2026, there are two decision packages being prepared, one for phase 3 of the Systems Modernization Project (LEEADS) and one for traceability.

ADDITIONAL TEAM UPDATES AND FINAL BOARD INQUIRIES

None.

Meeting adjourned at 2:13 pm.

Minutes approved this 23rd day of September 2025



Jim Vollendroff
Board Chair

Not Present

Ollie Garrett
Board Member



Peter Holmes
Board Member

Minutes Prepared by: Deborah Soper, Administrative Assistant to the Board

LCB Mission - Promote public safety, public health, and trust through fair administration, education, and enforcement of liquor, cannabis, tobacco, and vapor laws.
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